

THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS MEDIATION (STUDY OF BANK LAMPUNG EMPLOYEES)

Kharisma Deslia HERMAN¹, Rr ERLINA², Nova MARDIANA³

¹Postgraduate Student, Faculty of Economics and Business, Lampung University, Indonesia

^{2,3}Lecturer, Faculty of Economics and Business, Lampung University, Indonesia

Corresponding author: Kharisma Deslia Herman

E-mail: kharismadeslia.herman.27@gmail.com

Volume: 5

Number: 3

Page: 565 - 576

Article History:

Received: 2024-03-18

Revised: 2024-04-14

Accepted: 2024-05-15

Abstract:

This research aims to determine the effect of CSR on employee performance, CSR on organizational commitment, and organizational commitment on employee performance, which is mediated by organizational commitment. The number of samples in this research is 210, and the testing was done using the SEM test using the SEM-PLS analysis tool; the findings in this research show that corporate social responsibility (CSR) significantly influences employee performance. In addition, CSR has a significant favorable influence on organizational commitment. Organizational Commitment has a significant favorable influence on Employee Performance. The latest findings show that Employee Performance has a significant favorable influence, with Organizational Commitment as a mediating variable. The results of CSR showed that the lowest average scores were recorded on the assessment or evaluation indicators. To anticipate the spread of a similar response, companies need to identify the causes of this response. In the results of respondents, the lowest indicator of employee performance is the work quality indicator. Organizations must delve deeper into understanding the reasons behind the subpar quality of work observed within their operations. Within the spectrum of organizational Commitment, it is evident that the normative commitment indicator scores the least. Organizations need to cultivate a culture where employees feel intensely loyal. It can be done through employee development programs, appropriate incentives, and a supportive work environment.

Keywords: Organizational Commitment, CSR, Employee Performance, Bank Lampung

INTRODUCTION

Companies and employees cannot be separated because employees are the main stakeholders in various organizational activities. With its employees, a company can achieve its vision and mission because it requires operational drivers in the form of human resources to create and manage quality production. Therefore, the business world needs to improve the quality of its human resources in order to carry out its activities optimally.

The business world's focus on employees ensures that employee performance and commitment are well implemented in the organization, including social responsibility programs or corporate social responsibility (CSR). According to the World Business Council for Sustainable Development (WBCSD), Corporate Social Responsibility (CSR) is a company's ongoing commitment to ethical behavior. It contributes to economic development while improving the quality of life of employees, their families, and communities.

Indirectly, CSR provides a positive image for the company. This positive image impacts the company's image in the eyes of stakeholders, causing trust in the organization. Organizational trust



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

is the willingness of employees to accept all organizational actions that arise due to culture and communication in organizational relationships (Al Golin, cited from Fitzpatrick and Bronstein, 2006).

Until 2023, Bank Lampung did not have a policy for providing performance-based long-term compensation to management and employees. Bank Lampung is also not a public company, so it has no share ownership program for management and employees (MSOP/ESOP).

Bank Lampung has also conducted many CSR activities by channeling funds to the local government to conduct CSR programs. Bank Lampung is committed to continuing to run community development and empowerment programs to achieve a healthy and prosperous society.

As a public company, Bank Lampung also participates in government programs to improve the community's welfare through corporate social responsibility (CSR) programs, as stipulated in Law No. 40 of 2007 on Limited Liability Companies.

The implementation of Corporate Social Responsibility (CSR) plays a role in improving the performance and resources of the company to be better than before. Corporate social responsibility can be implemented through the company's social role in the company's internal environment, in this case, employee welfare (Titin & Zunaidah, 2013).

Some results show that the implementation of Corporate Social Responsibility affects employees. According to research by Munthe Krishna (2012), employee welfare increases with the company's internal Corporate Social Responsibility (CSR) program. According to Triwadiantini (2011), the implementation of Corporate Social Responsibility (CSR) also plays a role in improving performance and resources.

Companies and employees cannot be separated because employees are the main stakeholders in various organizational activities. With its employees, a company can achieve its vision and mission because it requires operational drivers in the form of human resources to create and manage quality production. Therefore, the business world needs to improve the quality of its human resources in order to carry out its activities optimally.

Thinking Framework and Hypotheses. The research conducted consisted of independent variables and dependent variables where the independent variable or independent variable (X) is at the same time, the dependent variable or the dependent variable (Y) is Employee Performance as an intervening variable (M) Organizational commitment. The research hypothesis is as follows:

- H1: CSR have a positive and significant effect on employee performance in Bank Lampung employees.
- H2: CSR have a positive and significant effect on organizational commitment in Bank Lampung employees.
- H3: Commitment has a positive and significant effect on employee performance in Bank Lampung employees.
- H4: Organizational commitment mediates the effect of CSR on employee performance in Bank Lampung employees.

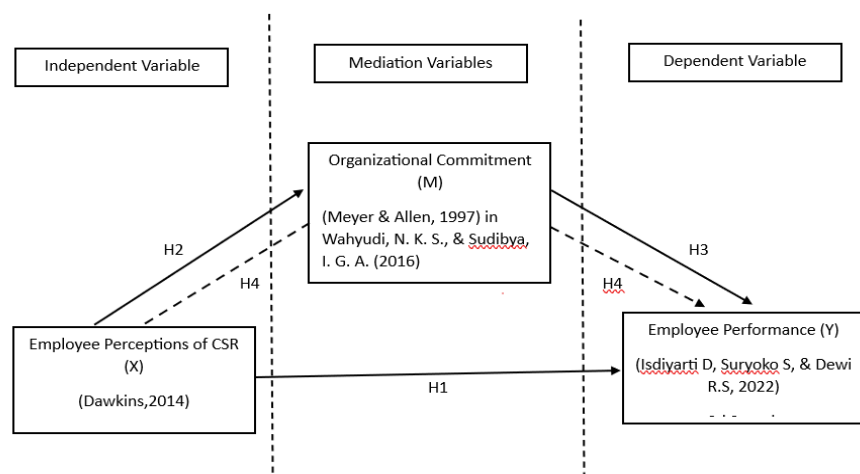


Figure 1. Conceptual Model

METHODS

The research was conducted at Bank Lampung. In this study, the independent variable is CSR (X1). The dependent variable is employee performance (Y). Furthermore, the intervening variable is organizational commitment (M). The research uses quantitative and qualitative data approaches. It uses a Likert scale to measure the attitudes, opinions, influences and perceptions of a person or group of people towards social phenomena (Sugiyono, 2016). The sample was determined by purposive sampling, namely the sample selection method, to determine the model due to specific considerations. So, the sample is not taken randomly but determined by the researcher. The sample is part of the population's number and characteristics (Sugiyono, 2016). According to (Hair in Mwetiumo et al. 2021), the recommended minimum sample size is 5-10 observations for each estimated parameter. The method used in data analysis and hypothesis testing in this study is the Structural Equation Model - Partial Least Square Method (SEM-PLS).

According to Noor (2014), SEM is a statistical technique used to build and test statistical models, usually causal models. This study uses descriptive statistical data analysis and Partial Least Square SEM, an analysis used to develop or predict existing theories. Descriptive methods are used to obtain a complete and precise description of the research objectives. In this case, the Likert scale of 5 was used. Data analysis using Partial Least Square SEM. A study is used to develop or predict an existing theory. Measurement model analysis (Outer Model) includes convergent validity, discriminant validity, and reliability tests. An analysis of the Structural Model (Inner Model) and discussion of the results of hypothesis testing. Data processing uses the Structural Equation Model (SEM) model with the help of the SmartPLS v.3.2.9 application.

RESULT AND DISCUSSION

Descriptive Statistics. Researchers will use descriptive analysis techniques to obtain information about the characteristics of respondents. Descriptive analysis is an analytical technique used to explain how the characteristics of data originating from a research object can be described and understood correctly. Discussing the characteristics of respondents in this study will display several aspects of the respondents, such as gender, age, and length of service. Descriptive data on the gender of respondents in this study were primarily female, namely, as many as 210 respondents. The majority were female, namely, 126 respondents (60%). The number of male respondents was 84,



or 40%. It shows that fewer men are employed at Bank Lampung; respondents aged between 30 and 40 years totaled 67,14% or 141 respondents, and the lowest respondents were respondents aged more than 20 to 30 years, totaling 12,65% or 27 people. Moreover, for respondents aged >40 years and over, as many as 42 respondents (20%). Characteristics of respondents based on length of service in Table 4.3. The number of employees < 1-year frequency 0 and 0% and 1-5 years frequency 11,43%, and > five years 88,57%.

Table 1. Characteristics of Respondents

Demographic Variables	Category	Frequency	Percentage
Gender	Male	84	40%
	Female	126	60%
Age	20-30 years	27	12,65%
	30-40 years	141	67,14%
	>40 years	42	20%
	< 1 years	0	0,00%
Working Age	1-5 years	24	11,43%
	>5 years	186	88,57%

Measurement Model. This study implemented covariance-based Structural Equation Modeling to test the proposed research model using Smart PLS software. The measurement model of this study used validity and reliability, which could be assessed through factor loadings that values should be greater than 0.5, average variance extracted (AVE) that value should be greater than 0.5, Cronbach alpha that value should be greater than 0.7, and composite reliability that value should be greater than 0.7 (Hair et al., 2016). Table 2 predicted values show that all the values fulfill the criteria of recommended values.

Table 2. Measurement Model

Information	Item	Outer Loadings	Ca	Cr	Ave
Employee Performance	KK1	0.774	0.934	0.934	0.627
	KK10	0.81			
	KK2	0.784			
	KK3	0.803			
	KK4	0.761			
	KK5	0.784			
	KK6	0.797			
	KK7	0.821			
	KK8	0.791			
Commitement organisasionan	KK9	0.788			
	KO1	0.787	0.939	0.941	0.648
	KO10	0.873			
	KO2	0.805			
	KO3	0.781			
	KO4	0.779			
	KO5	0.782			



This open-access article is distributed under a Creative Commons Attribution (CC-BY-NC) 4.0 license

	KO6	0.766			
	KO7	0.801			
	KO8	0.869			
	KO9	0.8			
Employee Perceptions CSR	P1	0.858	0.958	0.959	0.666
	P10	0.797			
	P11	0.791			
	P12	0.865			
	P13	0.795			
	P2	0.765			
	P3	0.806			
	P4	0.835			
	P5	0.827			
	P6	0.77			
	P7	0.796			
	P8	0.847			
	P9	0.848			

Structure Model. After analyzing a measurement model, the next step is to test the proposed hypothesis using a structural model. This study uses the Path Coefficient as the research model within an acceptable range. Similarly, the Specific Indirect Effect Tests index implies an acceptable fit. The four predicted paths are significant. Therefore, H1, H2, H3, and H4 were all supported in this study.

Table 3. Direct Relationship

Information	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Detected
CSR -> Employee Performance	0.442	0.436	0.116	3.814	0	Suported
CSR -> Organizational Commitment	0.665	0.663	0.078	8.549	0	Supported
Organizational Commitment -> Employee Performance	0.43	0.435	0.129	3.325	0.001	Supported

Explained that the mediation test was conducted to determine how the mediating variable affects the relationship between endogenous and exogenous variables regarding the strength and direction of the relationship, path estimation and t-value.

Table 4. Intervening Impacts

Information	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Detected
-------------	---------------------	-----------------	----------------------------	--------------------------	----------	----------



CSR -> Organizational Commitment -> Employee Performance	0.286	0.291	0.101	2.825	0.005	Supported
--	-------	-------	-------	-------	-------	-----------

The Effect of CSR on Employee Performance. There is a significant positive effect of the variable CSR -> Employee Performance because the P-value of $0.000 < 0.05$; in other words, H_0 is rejected, and H_a is accepted. Research conducted on Bank Lampung employees shows a significant favorable influence between CSR and employee performance. It means that the more positive CSR Bank Lampung, the higher the performance.

Employees who work in companies that implement corporate social responsibility (CSR) well will feel proud of their company and motivated to work hard to achieve company goals. This feeling of pride arises because employees see their company as an entity that cares about society and the environment and positively contributes beyond just business profits. When employees feel their company operates with solid ethics and makes a positive impact, they feel more connected to its values and are more driven to contribute to its success. This motivation can increase engagement and productivity, as employees want to be part of a company they perceive as a force for good. Work environments shaped by good CSR policies also tend to be more supportive and inclusive, which adds to employee satisfaction and loyalty towards the company.

Employees who feel that their company cares about society and the environment will be more loyal to the company and more committed to achieving company goals. When employees see their company as committed to social and environmental responsibility, they feel they are working in a place that has values that align with their values. It increases their pride and satisfaction with their work and the organization. The loyalty that grows from these positive feelings makes employees more eager to contribute to the company's success, increases their engagement in their daily work, and encourages them to support company initiatives and projects. As a result, this higher commitment leads to more excellent workforce stability, reduced employee turnover rates, and fosters a positive and productive work culture.

Effect of CSR Organizational Commitment. There is a significant favorable influence on the variable CSR -> Organizational Commitment because the P-value of $0.000 < 0.05$; in other words, H_0 is rejected, and H_a is accepted. Research conducted on Bank Lampung employees shows a significant favorable influence between CSR and employee organizational commitment. This means that the more positive the employees' perception of CSR Bank Lampung is, the higher the employees' organizational commitment is.

Employees who work for companies that implement Corporate Social Responsibility (CSR) well will feel proud of their company and more connected to its values and goals. When companies are committed to social and environmental responsibility, employees feel part of an entity more significant than just a business. It strengthens employees' sense of identification with the organization, as they see the company as a reflection of the values they believe in and support. This intense identification encourages employees to commit more deeply to the organization, as they feel the company's success reflects their success and contributions. In addition, feeling connected to the company's values can create a more positive and collaborative work environment where employees feel supported and valued in achieving common goals. Thus, an exemplary implementation of CSR can strengthen the relationship between employees and the organization, strengthen employee commitment, and improve overall performance...

Employees who believe that their company cares about society and the environment tend to have greater trust in their company. They feel confident that the company will act ethically and



responsibly. This trust encourages employees to feel safe and secure in their work environment, as they believe that the company values and protects their interests. This high trust strengthens the bond between the employee and the organization, resulting in a higher employee commitment towards their employer. This commitment is reflected in their dedication to their tasks, desire to contribute their maximum, and willingness to fight for the organization's success. Thus, the trust instilled in employees by a company's commitment to social and environmental responsibility can positively impact the company's organizational culture and overall performance.

The Effect of Organizational Commitment on Employee Performance. There is a significant positive effect of Organizational Commitment -> Employee Performance variables because the P-value of $0.001 < 0.05$, or, in other words, H_0 is rejected and H_a is accepted. Research conducted on Bank Lampung employees shows a significant favorable influence between CSR and employee performance. This means that

Employees with high organizational commitment feel they have an essential role and want to contribute to its success. Their sense of ownership and responsibility motivates them to work hard. They tend to show higher dedication to their tasks, strive to achieve set targets, and are often willing to go beyond expectations to achieve organizational goals. This strong motivation stems from the desire to fulfill job obligations and the sense of pride and personal satisfaction gained when they see the organization they work for succeed.

Employees with high organizational commitment tend to be more loyal and less likely to leave the organization. This loyalty reduces employee turnover rates, saving time and money needed to recruit and train new employees. By retaining committed employees, organizations can leverage knowledge and skills that have developed over a long period, maintain the stability of work teams, and increase productivity. In addition, high loyalty also creates a more harmonious and collaborative work environment, as committed employees tend to be more engaged and supportive of each other in achieving common goals.

Employees with high organizational commitment tend to cooperate with their peers and help each other to achieve common goals. Their commitment creates a collaborative work environment where employees are more willing to share knowledge, provide support and work together to complete tasks. This strong collaboration increases team effectiveness and efficiency, as each member feels motivated to contribute to the collective success. In addition, a cooperative work atmosphere helps resolve issues faster and reduces friction between employees, improving overall team performance. This supportive environment can also boost employee satisfaction and morale, positively impacting productivity and results.

The Effect of CSR on Employee Performance with Organizational Commitment as Mediation. There is a significant positive effect of the variable CSR -> Organizational Commitment -> Employee Performance because the P-value of $0.005 < 0.05$, or, in other words, H_0 is rejected and H_a is accepted. Research conducted on Bank Lampung employees shows a significant favorable influence between CSR and employee performance, with organizational commitment as a mediator. It means that Bank Lampung's CSR positively affects employee performance through employee organizational commitment.

Employees in an environment where Corporate Social Responsibility (CSR) is well implemented will feel proud of their company. They see the company's positive contributions to society and the environment as something to be proud of, making them feel connected to its values. This sense of pride drives employees to work harder and more dedicatedly, as they want to maintain the high standards set by the company. This motivation arises from the desire to fulfill job demands and a sense of personal pride in being part of something worthwhile and impactful. Thus, strong

CSR adoption by companies can motivate employees to give their best in their work, support the achievement of corporate goals, and create a dynamic and values-oriented work culture.

Employees who believe that their company is looking out for the interests of society and the environment will tend to have stronger loyalty to the company. They see the company's social consciousness as evidence that it cares about financial returns and its impact on the surrounding environment and society. This trust strengthens the emotional bond between employees and the company, making them more likely to remain loyal and committed in the long run. Employees who feel supported by the company in striving for the common good will feel more motivated to achieve company goals. This high loyalty and commitment form a solid foundation for organizational stability, reducing employee turnover and enabling the company to grow sustainably. Therefore, corporate social awareness creates an inclusive and sustainable work environment and strengthens the relationship between employees and the company, which benefits both parties in the long run.

CONCLUSION

1. The results of this research support the first hypothesis, which states, "CSR has a positive and significant effect on employee performance at Bank Lampung." It indicates that the more positive the employee perceives the organization's CSR efforts, the higher the employee's performance.
2. The results of this study support the second hypothesis, which states, "CSR has a positive and significant effect on organizational commitment among Bank Lampung employees ." It means that the better employees perceive the company's CSR efforts, the stronger their commitment to the organization where they work.
3. The results of this research support the third hypothesis, which states, "Organizational commitment has a positive and significant effect on employee performance for Bank Lampung employees." It shows that employees' high commitment to the organization where they work can improve their overall performance.
4. The results of this study support the fourth hypothesis, which states that "organizational commitment mediates the influence of CSR on employee performance and Bank Lampung employees." With organizational." Organizational commitment is a mediating variable, and this confirms that organizational commitment acts as an essential mediator in the relationship between these variables, with employee performance as the desired result.

Advice.

1. The lowest average value is found in the CSR results in the assessment or evaluation indicators. Companies need to identify the causes of this response
2. to anticipate the spread of a similar response.
3. Respondents' results show that work quality is the lowest indicator of employee performance. Companies need to identify the causes of low work quality scores.
4. In the results of organizational commitment, the lowest indicator is the normative commitment indicator. Companies need to instill a sense of employee loyalty towards the company. It can be done through employee development programs, providing appropriate incentives, and creating a supportive work environment.

REFERENCES

- Aguilera, R. V., Rupp, D. E., Williams, C. A., & Ganapathi, J. (2007). Putting the S Back in Corporate Social Responsibility: A Multilevel Theory of Social Change in Organizations. *Academy of Management Review*, 32(3), 836–863. <https://doi.org/10.5465/amr.2007.25275678>



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

- Ahmed, N., & Tahir, S. (2020). Employees' Perception on Corporate Social Responsibility Practices and Affective Commitment. *In Journal of Accounting Research* (Vol. 2, Issue 1). [www/http/jurnal.unsyiah.ac.id/JAROE](http://jurnal.unsyiah.ac.id/JAROE) <https://doi.org/10.24815/jaroe.v2i1.13274>
- Albdour, A. A., & Altarawneh, I. I. (2012). Corporate Social Responsibility and Employee Engagement in Jordan. *International Journal of Business and Management*, 7(16), 89. <https://doi.org/10.5539/ijbm.v7n16p89>
- Anwar, P. M. (2007). *Human Resource Management*. Molded Seventh PT. Remaja Rosdakarya, Bandung.
- Bimo, W. (2002). *Introduction to General Psychology*. Yogyakarta: Andi Offset.
- Carroll, A. B. (1991). The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. *Business Horizons*, 34(4), 39-48. [https://doi.org/10.1016/0007-6813\(91\)90005-G](https://doi.org/10.1016/0007-6813(91)90005-G)
- Čič, Ž. V., & Mladič, M. (2021). Employee Performance and Corporate Social Responsibility. *Social Responsibility and Corporate Governance: Volume 2: Policy and Practice*, 229-262. https://doi.org/10.1007/978-3-030-46095-2_9
- Dawkins, C. E., Jamali, D., Karam, C., Lin, L., & Zhao, J. (2016). Corporate Social Responsibility and Job Choice Intentions: A Cross-Cultural Analysis. *Business & Society*, 55(6), 854-888. <https://doi.org/10.1177/0007650314564783>
- Depp, F., & Andreas, W. G. P. (2023). The Effect of Corporate Social Responsibility on Turnover Intention Dimediated by Organizational Commitment in Employees of Banking Companies, *Trisakti Economic Journal* (2023) 3(2) 2367-2376. <https://doi.org/10.25105/jet.v3i2.16930>
- Dharma, A. (2000). *Work Performance Management*. First Edition. Jakarta: Rajawali.
- Dobiariasto, I. A., & Sarah, A. (2020). Perception of Social Responsibility Company on Work Engagement at Cu X Wonosobo LPPM - University of Muhammadiyah Purwokerto ISBN: 978-602-6697-66-0.
- Erawan, P. Y. P., Wahyuni, N. M., & Indiani, N. L. P. (2024). The Influence of Brand Image and Green Marketing on Purchasing Decisions Mediated by Customer Satisfaction in the Coffee Shop Industry in Denpasar. *International Journal of Environmental, Sustainability, and Social Science*, 5(3), 513-527. <https://doi.org/10.38142/ijesss.v5i3.1050>
- Fadhilah, R. (2020). The Influence of Good Corporate Governance on Tax Avoidance (Empirical Study of Manufacturing Companies Listed in BEI 2009-2011). www.idx.co.id
- Fitzpatrick, K., & Bronstein, C. (2006). *Ethics in Public Relations: Responsible Advocacy*. Sage Publications. <https://doi.org/10.4135/9781452204208>
- Ghozali, I., & Latan, H. (2015). *Concepts, Techniques, Applications Using Smart PLS 3.0 for Empirical Research*. BP Undip. Semarang.
- Ghozali. (2016). *Application of Multivariate Analysis with the IBM SPSS Program*. Semarang: Agency Diponegoro University Publisher.
- Greening, D. W., & Turban, D. B. (2000). Corporate Social Performance as a Competitive Advantage in Attracting a Quality Workforce. *Business & Society*, 39(3), 254-280. <https://doi.org/10.1177/000765030003900302>
- Hadi, N. (2011). *Corporate Social Responsibility*. Graha Ilmu.
- Hair, Jr., & Joseph. (2014). *Multirate Data Analysis (7th ed.)*. New Jersey: Prentice Hall, Inc.
- Halim, L., Sumiati & Rahayu, M. (2016). The Effect of Employee's Perceptions on Corporate Social Responsibility Activities on Organizational Commitment, Mediated by Organizational Trust.



In International Journal of Business and Management Invention ISSN (Vol. 5). Online.
www.ijbmi.org

- Hamdani, A., & Hamdani, G. P. D. A. (2011). The Effect of Corporate Social Responsibility on Organizational Commitment and Employee Performance. *Indexed in Google Scholar JAM*, 14(2).
<https://doi.org/10.18202/jam23026332>
- Hasibuan, M. S. P. (2001). *Human Resource Management*. Jakarta: Earth Script.
- Heryani, T. (2020). Analysis of Implementing Corporate Social Responsibility (Diversity & Employee Support) Effect on Performance Employees (Case Study PT. Batu Rona Adimulya).
- Heryani, T. (2013). Analisis Pengaruh Penerapan Corporate Social Responsibility (Diversity & Employee Support) Terhadap Kinerja Karyawan (Studi Kasus PT. Batu Rona Adimulya). *Jurnal Manajemen dan Bisnis Sriwijaya*, 11(2), 149-180.
- Indriani, K., & Zhafira, N. H. (2022). Pengaruh Persepsi Karyawan Atas Corporate Social Responsibility (CSR) Terhadap Komitmen Organisasi pada PT. Raja Marga Nagan Raya. *Regress: Journal of Economics & Management*, 2(2), 196-201.
<https://doi.org/10.57251/reg.v2i2.436>
- Isdiyarti, D., Suryoko, S., & Dewi, R. S. (2022). The Influence of Corporate Social Responsibility (CSR) and Motivation to Performance Production Employees of PT. Globalindo Intimates Klaten. *In Journal of Business Administration Science* (Vol. 11, Issue 1).
<https://ejournal3.undip.ac.id/index.php/jiab> <https://doi.org/10.14710/jiab.2022.33496>
- James L. Gibson, et. al. (2012). *Organization: Behaviour, Structure, Processes*. 14th Edition. New York: McGraw-Hill Companies, Inc.
- Kreitner, R., Kinicki, A., & Buelens, M. (2001). *Organizational Behavior*. Irwin/McGraw-Hill.
- Kuntjoro. (2002). *Human Resource Management*. Jakarta, Rajawali.
- Kusuma, B. H., & Lina. (2018). The Effect of Employee Satisfaction on Employee Performance With Organizational Commitment as an Intervening Variable (Survey at Universities Private Higher Education in the West Jakarta Region). *E-Journal of Management*, Vol. 8, No. 11, 2019: 6825-6846
- Lis, B. (2012). The Relevance of Corporate Social Responsibility for a Sustainable Human Resource Management: An Analysis of Organizational Attractiveness as a Determinant in Employees' Selection of a (Potential) Employer. *Management Revue*, 279-295.
<https://doi.org/10.5771/0935-9915-2012-3-279>
- Luthans, F. (2005). *Organizational Behavior* (Kese Edition). ANDI Publisher. Human Resource Management: An Analysis of Organizational Attractiveness as a Determinant in Employees' Selection of a (Potential) Employer. *Management Revue*. 23. 279-295.
<https://doi.org/10.5771/0935-9915-2012-3-279>
- Luthans, F. (2006). *Organizational Behavior Ten Edition*. Yogyakarta. Andi.
- Marić, S., Berber, N., Slavić, A., & Aleksić, M. (2021). The Mediating Role of Employee Commitment in the Relationship Between Corporate Social Responsibility and Firm Performance in Serbia. *Sage Open*, 11(3), <https://doi.org/10.1177/21582440211037668>
- Mathis, R. L. & J. H. Jackson. (2006). *Human Resource Management: Management Human Resources*. Translation by Dian Angelia. Jakarta: Fourth Edition.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in The Workplace: Theory, Research, and Application*. Sage publications. <https://doi.org/10.4135/9781452231556>



- Muhammad, S. M. (2015). Job Characteristics and Performance of Outside Lecturers Ordinary UIN Sunan Gunung Djati Bandung: Organizational Commitment as Moderating Variables. Bandung.
- Natsir, S. (2004). Dissertation Summary: The Effect of Leadership Style on Behavior Work and Performance of Banking Employees in Central Sulawesi, Dissertation, University of Indonesia Airlangga, Surabaya.
- Novita, S., Bambang, S., & Ruhana, I. (2016). The Effect of Job Satisfaction and Commitment Organizational to Employee Performance (Study at Pt. Telekomunikasi Indonesia, Tbk Witel South East Java, Malang). *Journal of Business Administration*, 34(1), 1-20.
- Porter, L. W., Bigley, G. A., & Steers, R. M. (2003). *Motivation and Work Behavior*.
- Pratiwi, H. R. (2021). The Influence of Work Discipline and Quality of Work Life toward Employee Performance at PT Jasa Raharja (Persero) Kantor Cabang Jawa Tengah. *Admisi dan Bisnis*, 22(1), 01-12.
- Putra, I. K. E. A., Anak, A. P. A., & Ni Putu, N. A. (2020). The Influence of Employee Commitment and Incentives to Employee Performance at PT. World Innovative Telecommunication in Denpasar. *Journal of Values*, 1(3).
- Rachman, A. A., Hikmah R., Sukma, V. A., Giningroem, D. S. W. P. (2024). The Effect of Corporate Social Responsibility (CSR) and Motivation Against Employee Performance, PPIMAN: Center for Management Science Publications Volume. 2, No. 1 January 2024 e-ISSN: 3025-440X; p-ISSN: 3025-4396, Page 146-160.
- Robbins, S. P. (2006). *Organizational Behavior Tenth Edition*, term. Oleh. Benyamin Molan. Jakarta: PT. INDEKS, Kelompok Gramedia.
- Robbins, P. S., & Judge, T. A. (2017). *Organizational Behaviour*, 13th Edition, Volume 1, Salemba Empat, Jakarta.
- Robbins, S. P. (2018). *Organizational Behavior. Corporate Behavior. Edition Indonesia*. INDEX, Gramedia Group.
- Rompis, A., Tumbel, A. L., & Sendow, G. (2017). The Influence of Quality of Life Work, Competence, and Incentives on Employee Performance PT. Angkasa Pura 1 (Persero) Manado Branch. Quality of Work Life... 4295 *EMBA Journal*, 5(3), 4295-4304.
- Rosita, T., & Yuniati, T. (2016). The Effect of Job Satisfaction on Employee Performance with Organizational Commitment as an Intervening Variable. Surabaya: Indonesian College of Economics Surabaya.
- Santoso, S. (2014). *Multivariate Statistics Revised Edition*. Jakarta: Elex Media Komputindo.
- Sari, N., Inge, L. S. M. A. E. R. (2017). The Effect of Return on Aseet (ROA), Debt to Equity Ratio (DER), Company Growth and SizeMBoard of Commissioners on Corporate Social Responsibility Disclosure in Manufacturing Companies Listed on the Indonesia Stock Exchange 2012-2014.
- Sedarmayanti. (2007). *Human Resource Management*. Refika Aditama, Bandung
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill Building Approach*. John Wiley & Sons.
- Setyoastuti, P., & Saragih, E. H. (2021). The Effect of Employee Perceptions of Practices Company's Corporate Social Responsibility on Organizational Commitment Employees. *Journal of Management and Business Review*, 18(2), 464-477. <https://doi.org/10.34149/jmbr.v18i2.297>



- Shurbagi & Zahari. (2014). The Mediating Effect of Organizational Commitment on the Relationship between Job Satisfaction and Organizational Culture. *International Journal of Business Administration* 5(6). <https://doi.org/10.5430/ijba.v5n6p24>
- Singhapakdi, A., Vitell, S. J., Rallapalli, K. C., & Kraft, K. L. (1996). The Perceived Role of Ethics and Social Responsibility: A Scale Development. *Journal of Business Ethics*, 15, 1131-1140. <https://doi.org/10.1007/BF00412812>
- Sopiah. (2008). *Organizational Behavior*, Yogyakarta: Andi.
- Sugiyono. (2010). *Methods Business Research*, Bandung: Alfabeta
- Story, J., & Neves, P. (2015). When Corporate Social Responsibility (CSR) Increases Performance: Exploring the Role of Intrinsic and Extrinsic CSR Attribution. *Business Ethics: A European Review*, 24(2), 111-124. <https://doi.org/10.1111/beer.12084>
- Sugiono. (2012). *Quantitative Qualitative and R&D Research Methods*. alfabeta.
- Sugiyono, (2017). *Quantitative, Qualitative And R&D Research Methods*. Bandung: CV.Alfabeta
- Sun, L., & Yu, T. R. (2015). The Impact of Corporate Social Responsibility on Employee Performance and Cost. *Review of Accounting and Finance*, 14(3), 262-284. <https://doi.org/10.1108/RAF-03-2014-0025>
- Susanto, A. B. (2007). *Corporate Social Responsibility*, the Jakarta Consulting Group.
- Tanudjaja, B. B. (2006). Perkembangan Corporate Social Responsibility di Indonesia. *Jurnal Desain Komunikasi Visual Nirmana*, 8(2), 92-98.
- Taufik, M., Nafila, F., Anggaraini, S., Ramadani, A. H., & Tamam, M. B. (2024). Enhancing Sea Turtle Conservation Efforts through Collaboration Approach: Case Study of ORI MA FALA Program, Ternate. *International Journal of Environmental, Sustainability, and Social Science*, 5(3), 460-465. <https://doi.org/10.38142/ijesss.v5i3.1016>
- Triwahyuni, R., & Ekowati, V. M. (2017). The Effect of Employee Satisfaction on Employee Performance Through Organizational Commitment. *Management and Economic Journal*, 1(1), 1-20. <https://doi.org/10.18860/mec-j.v1i1.4525>
- Turker, D. (2009). Measuring Corporate Social Responsibility: A Scale Development Study. *Journal of Business Ethics*, pp. 85, 411-427. <https://doi.org/10.1007/s10551-008-9780-6>
- Wahyudi, N. K. S., & Sudibya, I. G. A. (2016). The Effect of Job Satisfaction and Commitment Organizations on Employee Performance at Natya Hotel, Kuta Bali. *E-Journal of Management Unud*, 5(2), 870-897.
- Wajong, I. W. (2020). Employee Perceptions of CSR, Engagement, and Ethical Leadership Influence Employee Creativity.
- Wirawan. (2009). *Human Resources Performance Evaluation: Application Theory and Research*. Jakarta: Salemba Empat.
- Wibisono, Y. (2007). *Discussing the Concept and application of CSR (Corporate Social Responsibility)*. PT Gramedia, Jakarta.